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25 January 1952

MEMORANDUM

TO : Chairman, Career Service Committee

FROM : Chairman, Working Group on Employee Rating

SUBJECT: Final report of Working Group on Employee Rating

1. Since the report to you of 4 January, this Working Group has held three special meetings to consider additional directives from the Chairman of the Career Service Committee. A report dated 11 January covering the 9 January meeting has been submitted previously to you. Attached herewith is the report covering the two meetings of 21 and 22 January.

2. The Personnel Evaluation Report as finalized by the Group in discharging its directive is respectfully submitted to the Career Service Committee with the recommendation that this Report be adopted by CIA for the purpose of evaluating all Staff Employees and [REDACTED] 25X1C4e

3. The following summary of action taken in respect to the Directive of 15 October supersedes the report of 4 January.

- A. With reference to the first clause of the assigned problem, *
 "To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an 'experimental' basis"-----

The Group recommends that there be no performance rating, as such, but that there be a single personnel evaluation system which will evaluate the potential of every employee--including the current job performance as a factor in the evaluation--but which will not require comparison between one employee and another. The Group, therefore, recommends that the proposed system be immediately installed throughout CIA and that it be revised, if necessary, after one year's experience has been acquired.

- B. With reference to the second clause of the assigned problem,
 "To recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment"-----

The Group recommends there should be a supervisory report on the employee and has incorporated into the attached Report all factors of this portion of the Directive in accord with this decision.

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- C. With reference to the third clause of the assigned problem,
"To insure that rating systems recommended can be integrated into a Career Service Program"-----

Throughout its discussions the Group has kept before it the idea of a Career Service Program and has pointed the final Report toward integration into this Program.

- D. With reference to the fourth clause of the assigned problem,
"To recommend methods of approaching uniformity in rating standards and to insure that ratings are responsive to job duties and responsibilities"-----

The Group recommends that there should not be ratings as such (see 3 A above) and has so designed the proposed form and procedures. Therefore, the Personnel Evaluation Report is so developed to insure that the evaluation is responsive to job duties and responsibilities as well as individual potential.

- E. With reference to the fifth clause of the assigned problem,
"To recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques"-----

The Group recommends that procedures for the Agency use of this form be drawn up by the Personnel Office, as such procedures are within the scope and responsibility of that Office rather than this Group.

4. In order that evaluation be effective, employees must be fully acquainted with their responsibilities and trained in the technique of completing this Report. This statement is true no matter what form may be used. The success in the use of any formal reporting system depends on properly trained supervisors. It is recommended that the Office of Training in conjunction with the Personnel Office prepare the necessary training program.

5. Finally, the Group recommends that the cover sheet of the Report be utilized in presenting the Director's proposed statement on personnel policy.

6. The Working Group wishes to go on record commending the Executive Secretary for his able liaison activity and sympathetic cooperation.

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